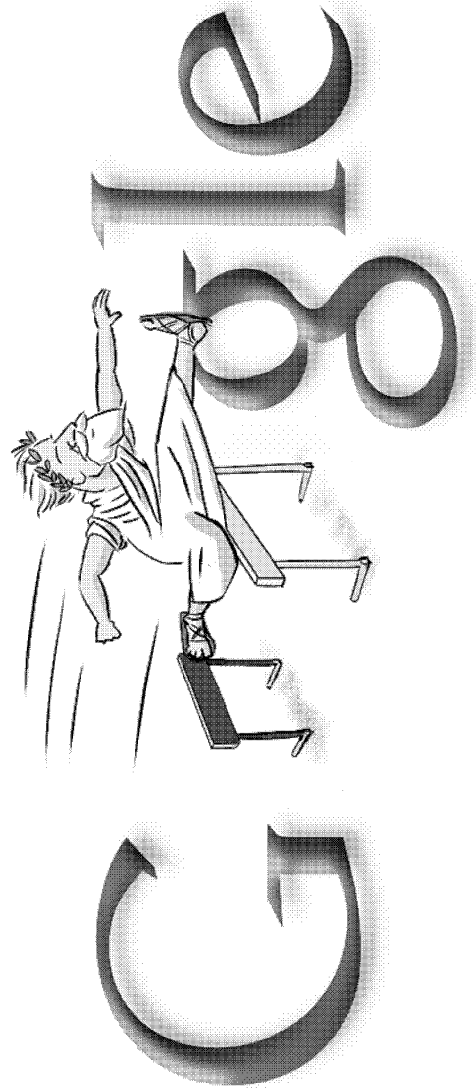


**EXHIBIT 97 TO
HARVEY DECLARATION
REDACTED VERSION**

RiSC Training

(Responsible Interviewing for SWE Candidates)



Video: Objectives (Laszlo/Arnnon)

Why is interview the interview process important to the members of staffing?

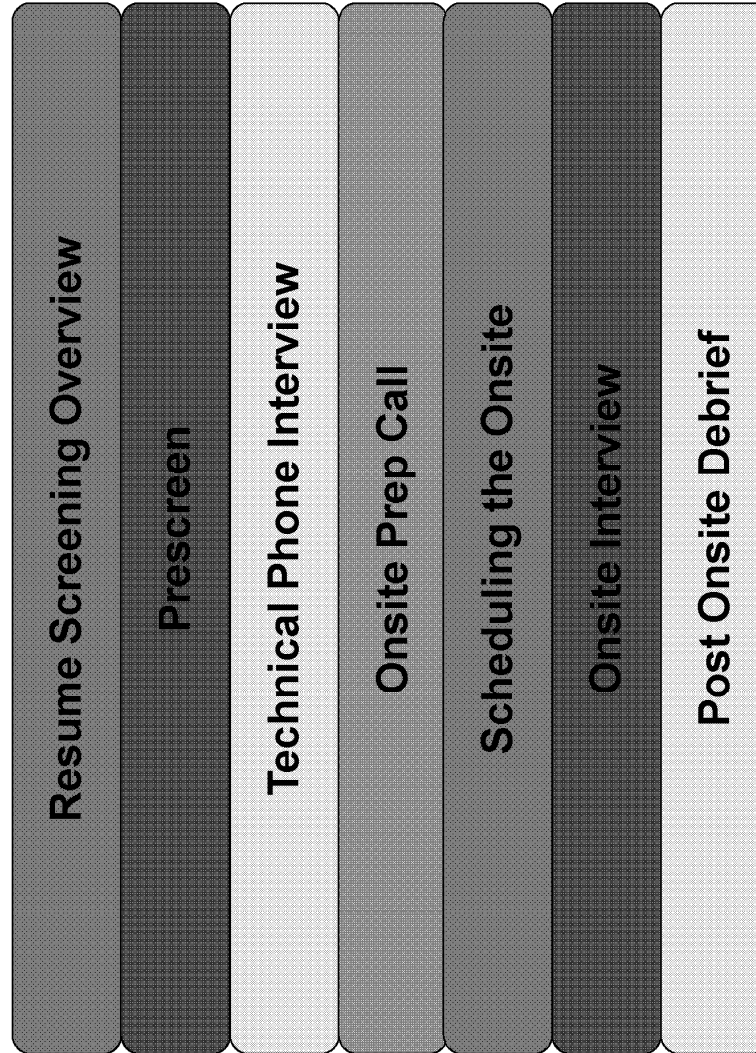
How will competing each and al of the touch points from this training improve metrics (What's in it for me?)

60-120 seconds w/conviction 😊

Key Players



Agenda



Terminology: Applicant, Lead or Candidate?

- **Lead (passive)** – any individual that Google engages in order to assess their qualifications for existing opportunities.
- **Applicant** – any individual who has expressed interest in Google opportunities.
- **Candidate** - any individual who has expressed interest in Google opportunities, meets the minimum qualifications and a member of staffing has invited them to continue in the hiring process.

Terminology: Active vs. Passive Candidates

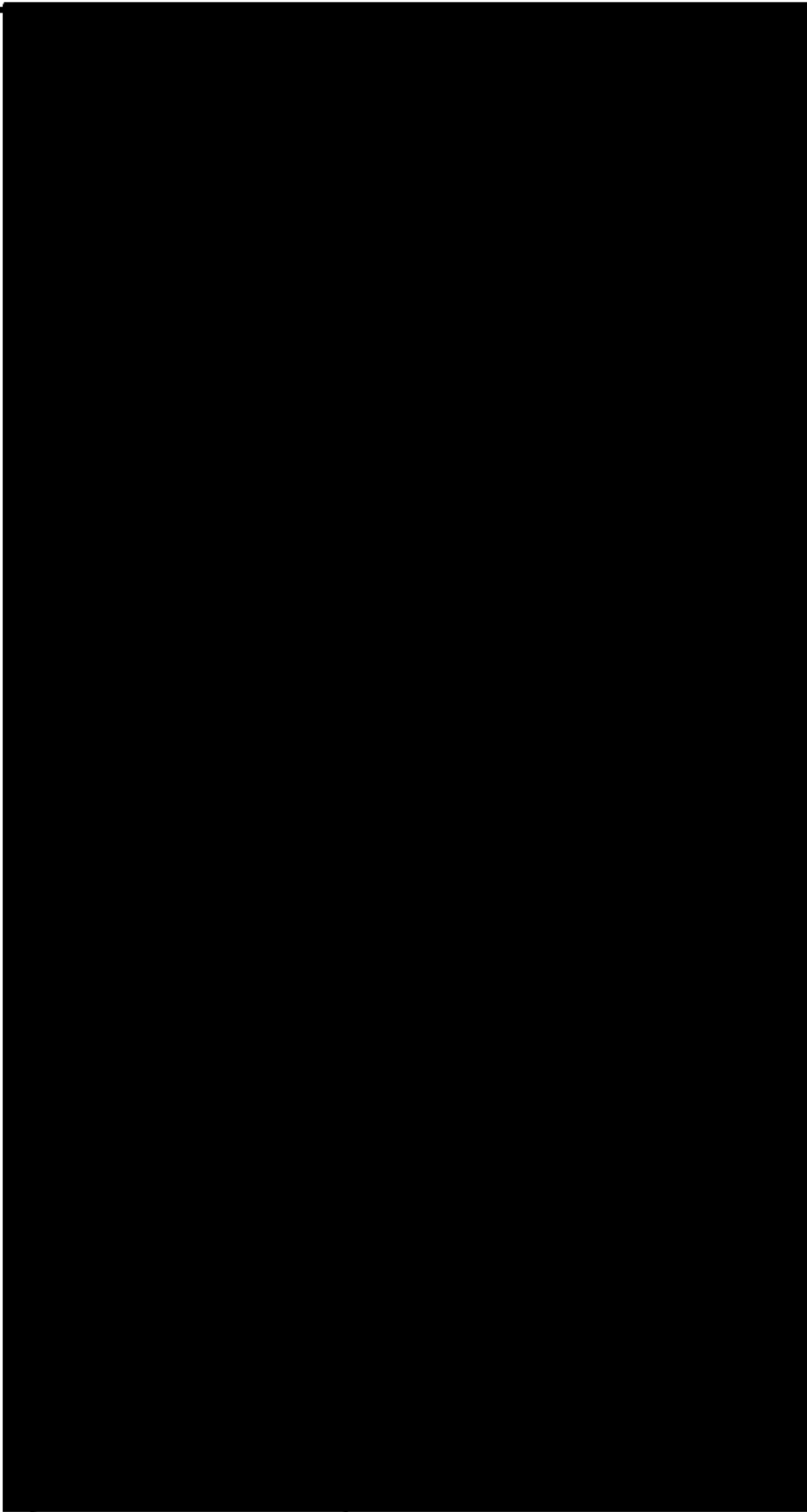
- Active Candidates have expressed interest in exploring opportunities at Google.
- Passive Candidates have not expressed interest in exploring opportunities at Google. We have initiated contact to determine a potential fit.

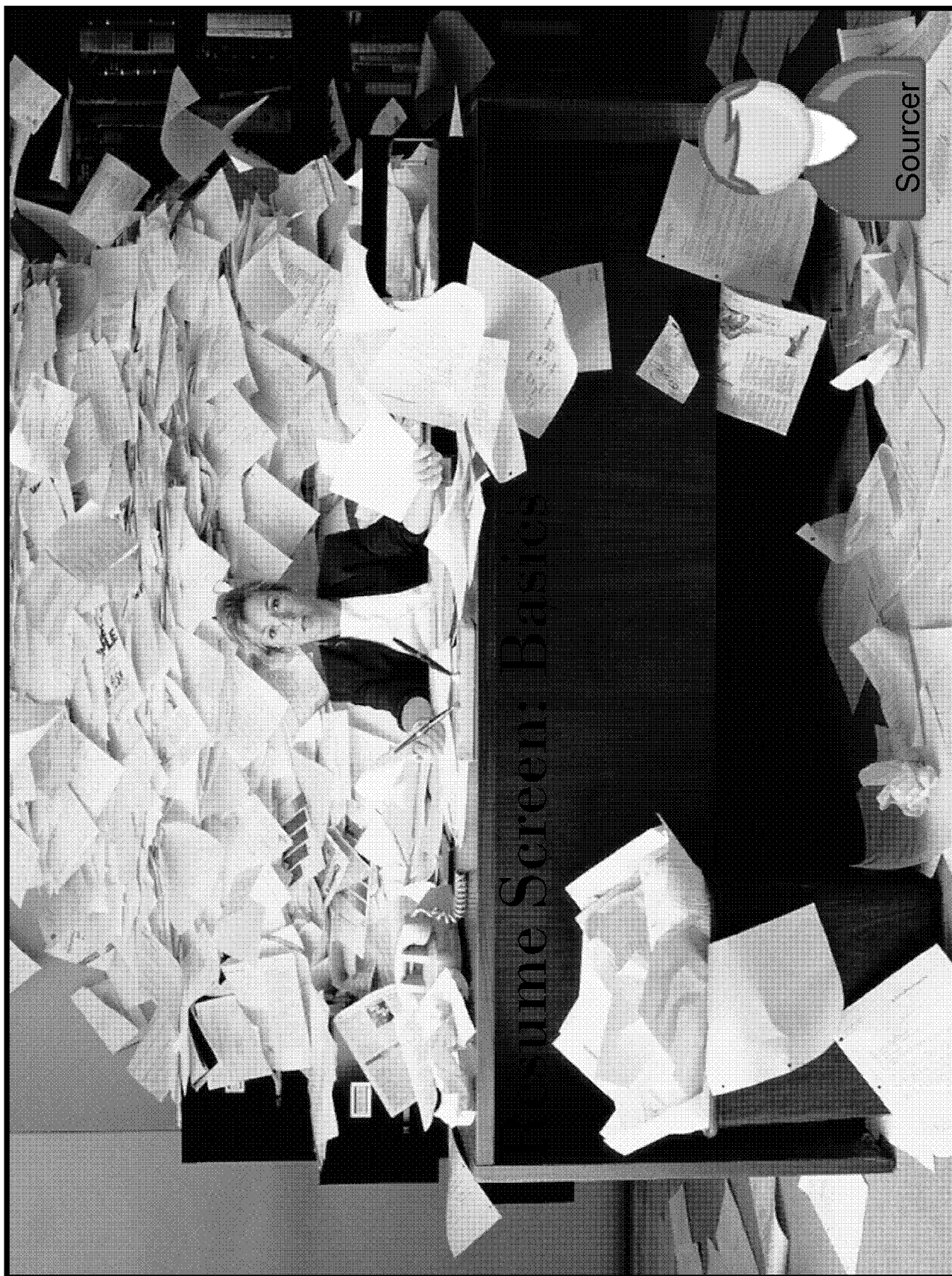
Deb Ludwig

Screening Overview

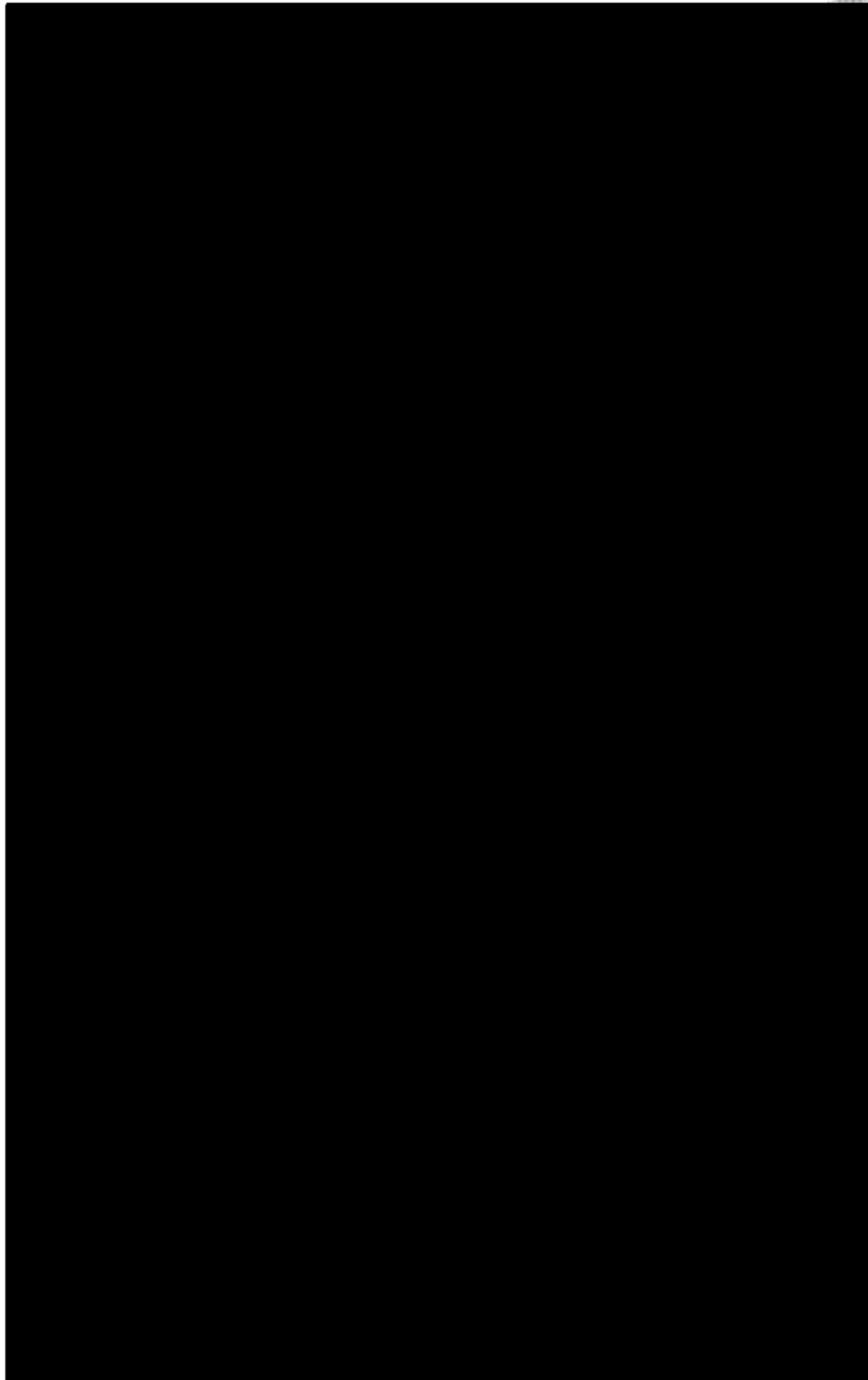
- o Screening Overview (content adviser - Deb Ludwig)
- o Roles & Responsibilities Choreography - Pg. 23
- o Resume Screening (for active candidate)
 - + Deb Ludwig's team
- + Some embedded in the group.....some not
- + Those that are not:
 - # Screen candidates
 - # Route to the appropriate req
- + Some contact candidates.....some don't

Hiring Process





Resume Screen: Attribute Criteria



Resume Screen: Attribute Criteria



Common/Attribute	Definition	Example
[Redacted Content]		

Resume Screen: Attribute Criteria

[Redacted]

Examples

Definition

Competency/Attribute

[Redacted]			
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Resume Screen: Attribute Criteria

[Redacted]

Examples

Definition

Competency/Attribute

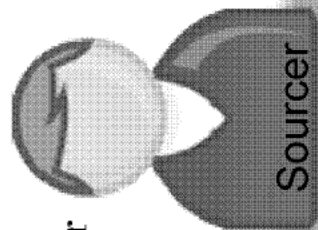
[Redacted]		
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Resume Screen: Diversity

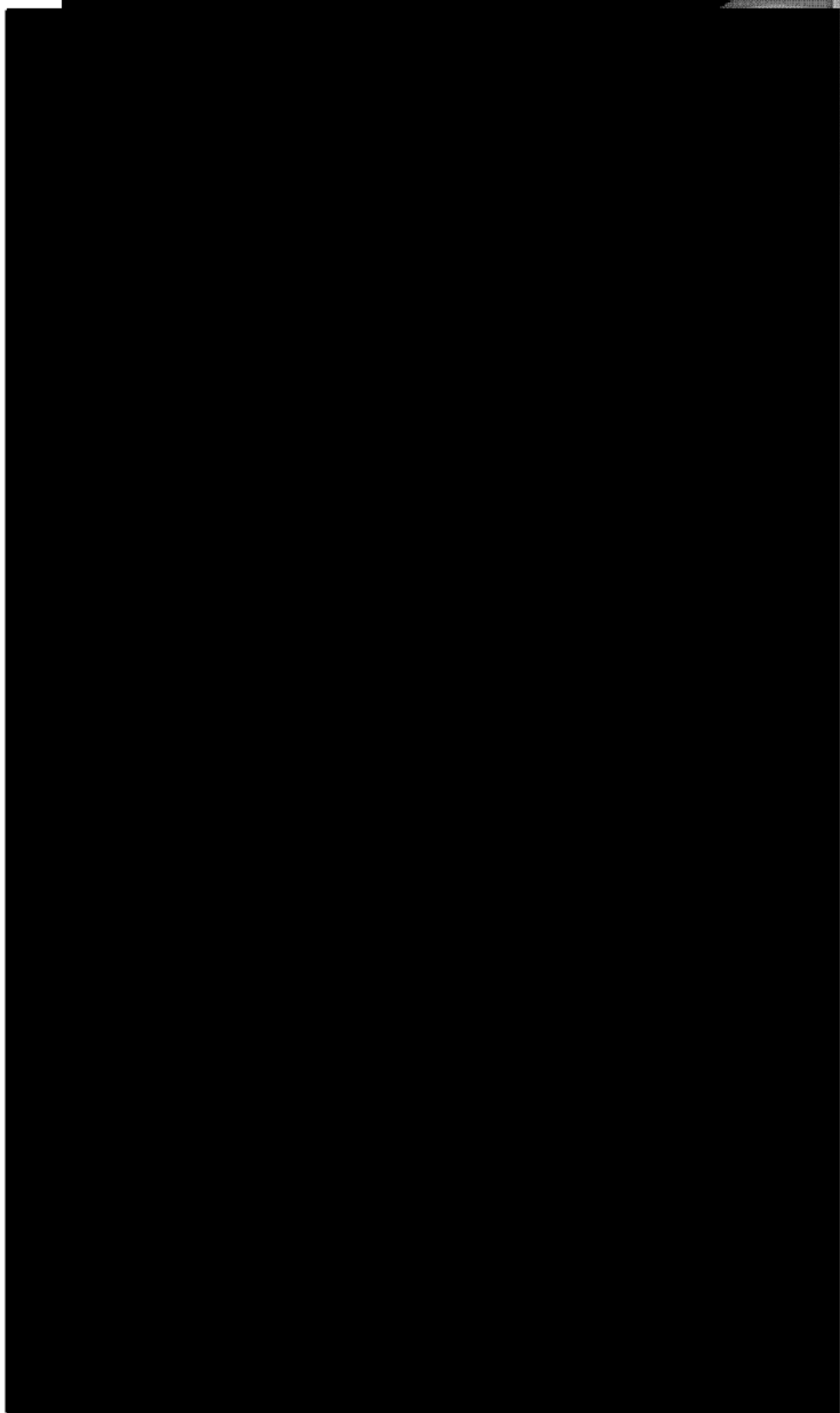
“Google values diversity and excellence in engineering. Diversity of perspectives, ideas, and cultures enriches our products, services, and working environment”.



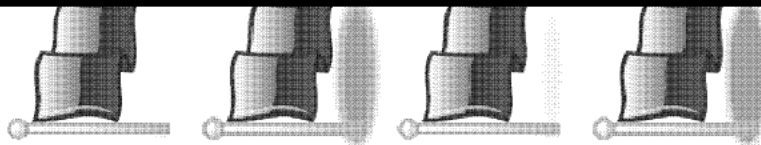
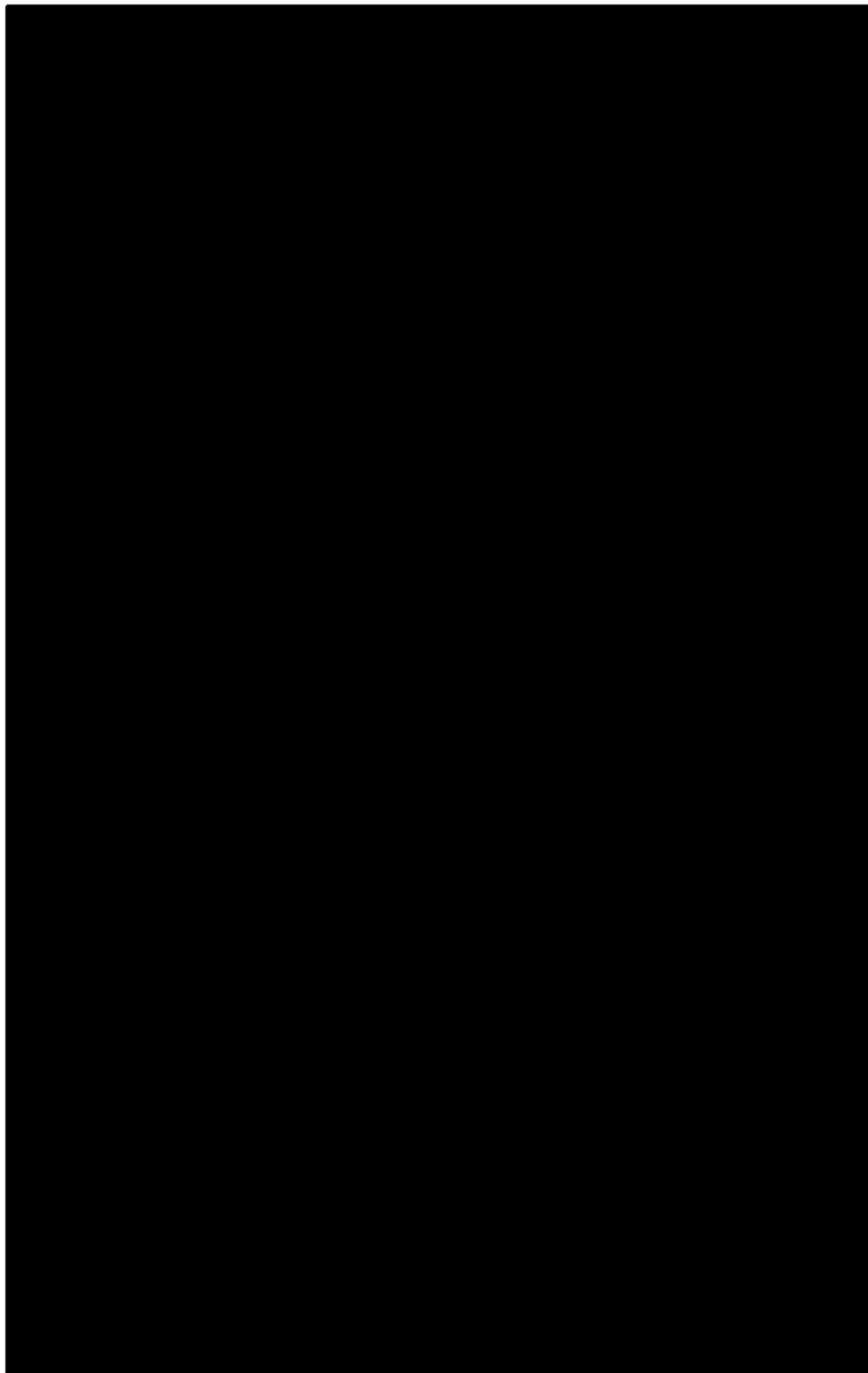
We need to identify and document all the well-developed capacities of every candidate to accomplish something in their work and their relevance to Google.



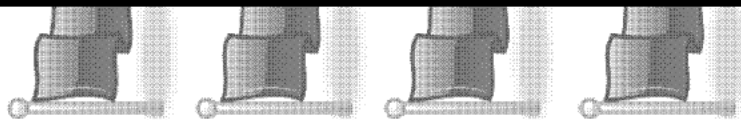
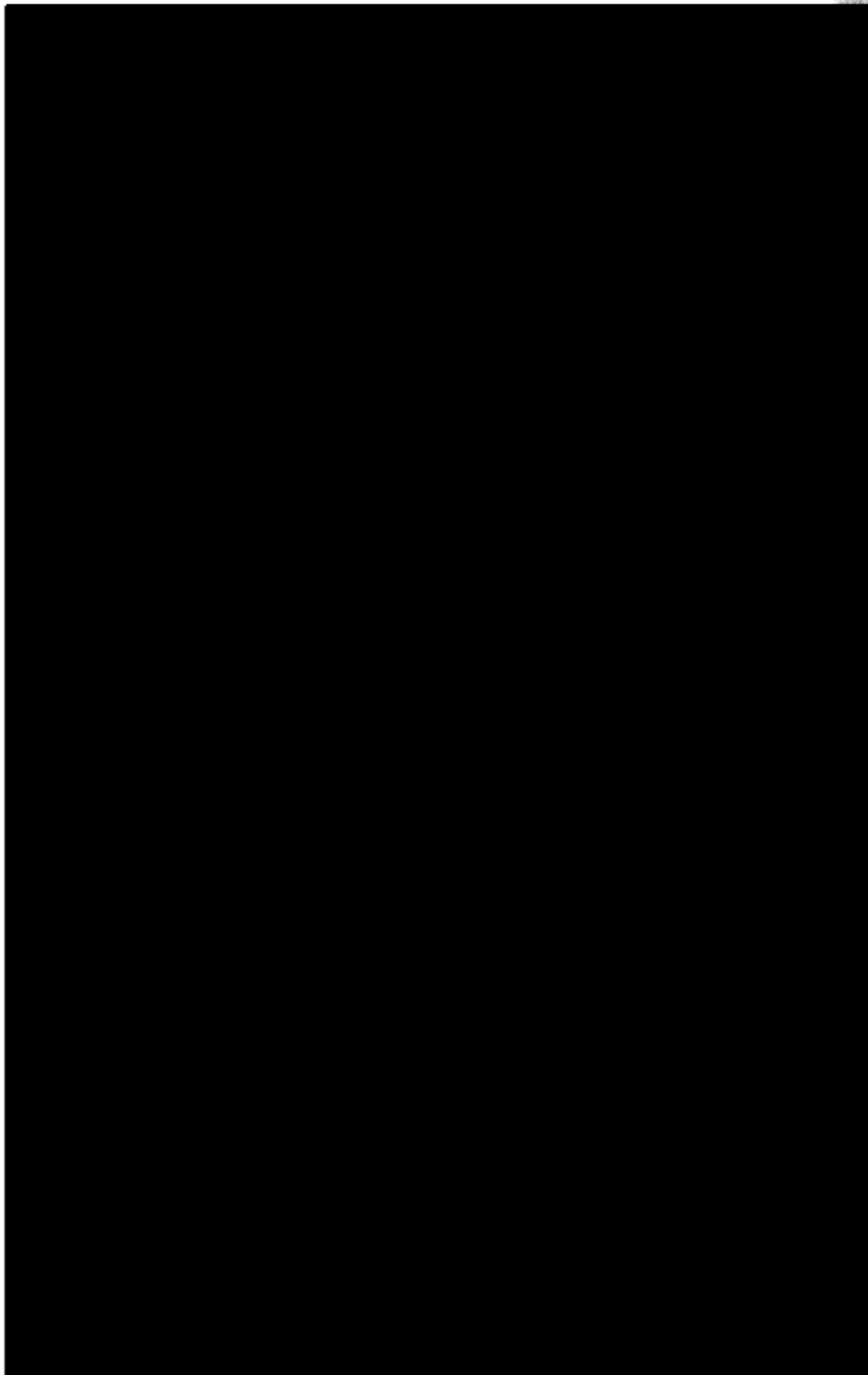
Resume Screen: Research & Publications



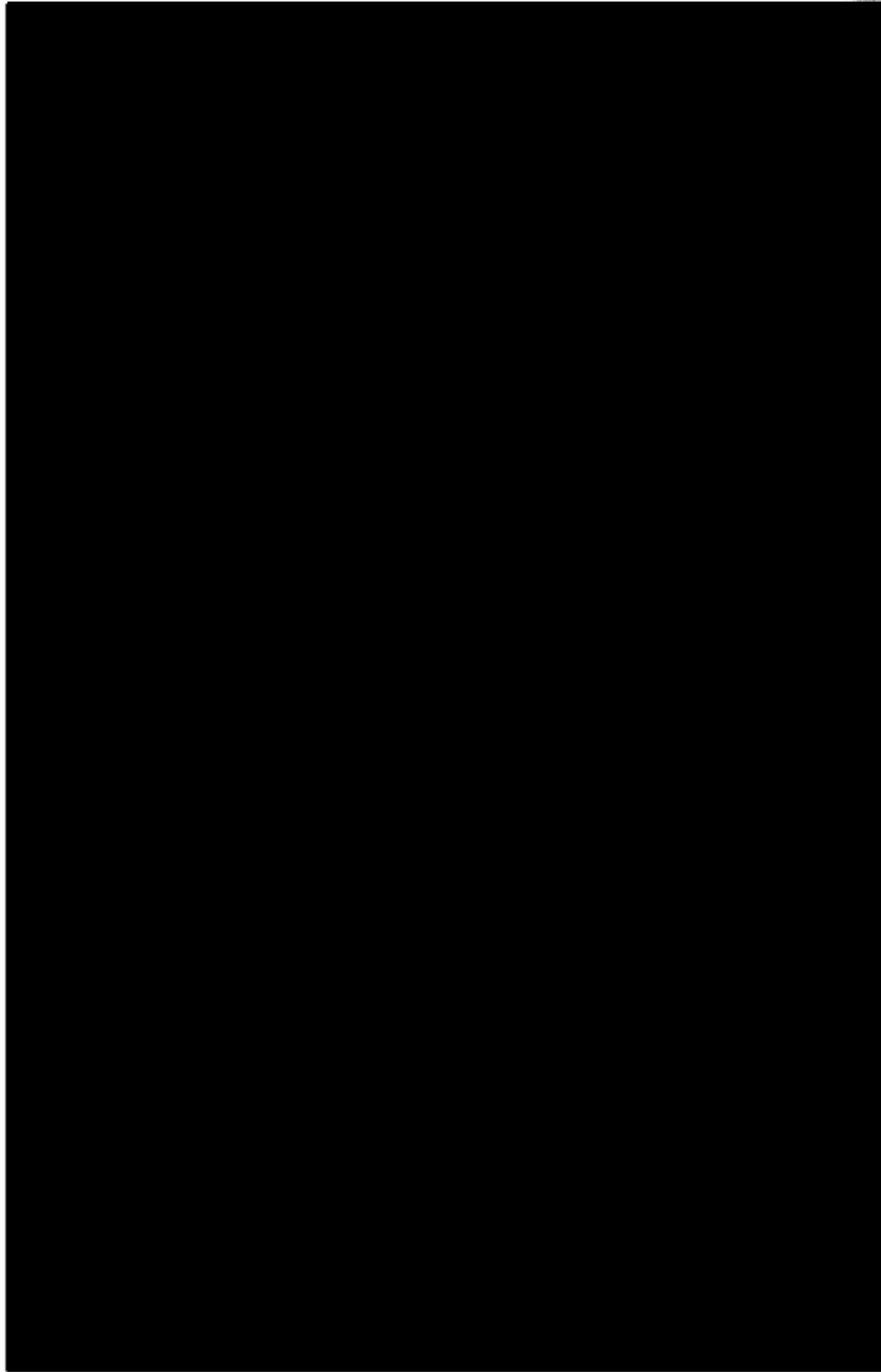
Resume Screen: *Negative* Indicators



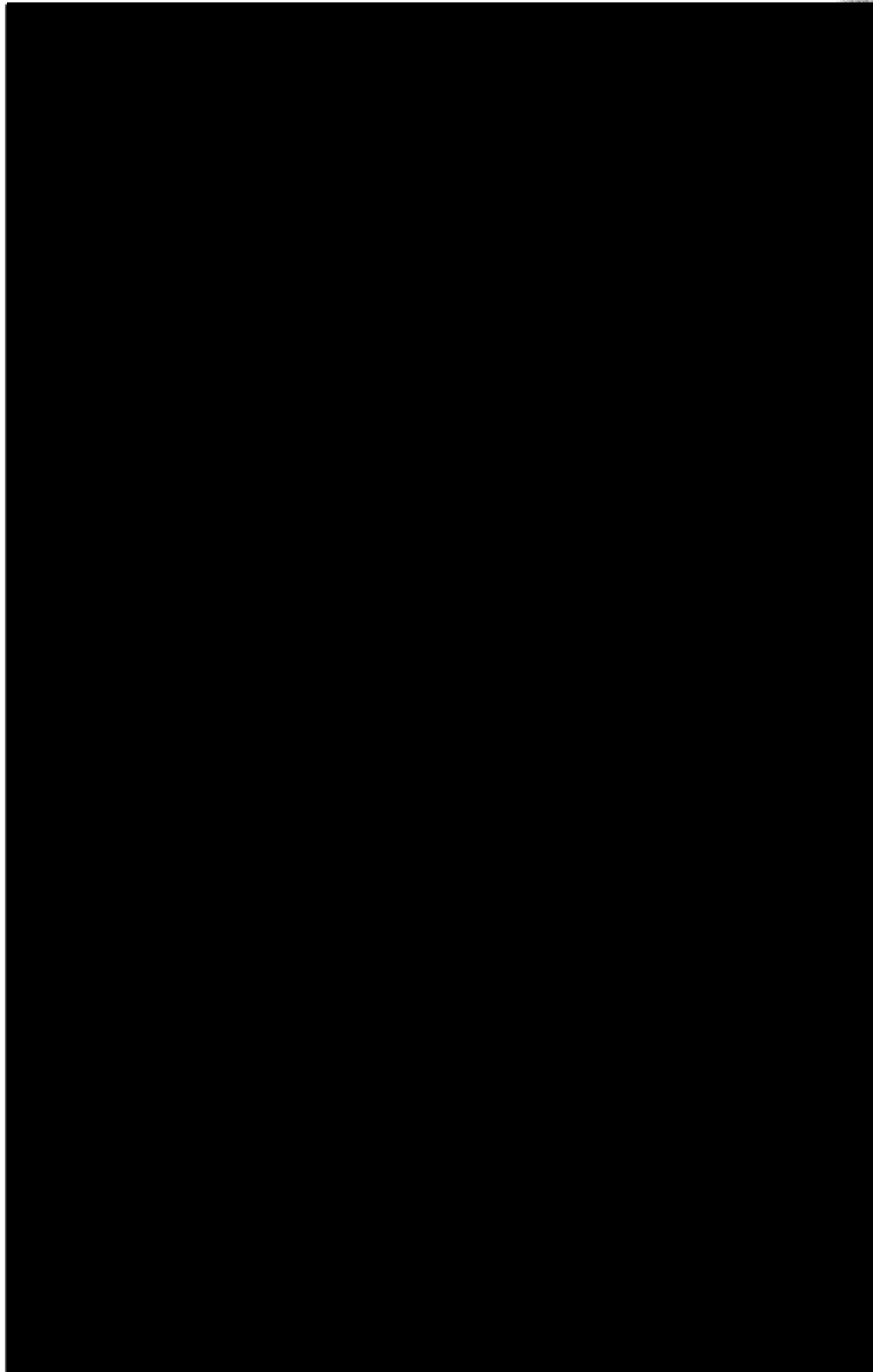
Resume Screen: Neutral Indicators



Resume Screen: Positive Keywords



Resume Screen: Negative Keywords



Resume Screen: Good Snippets

Good Example

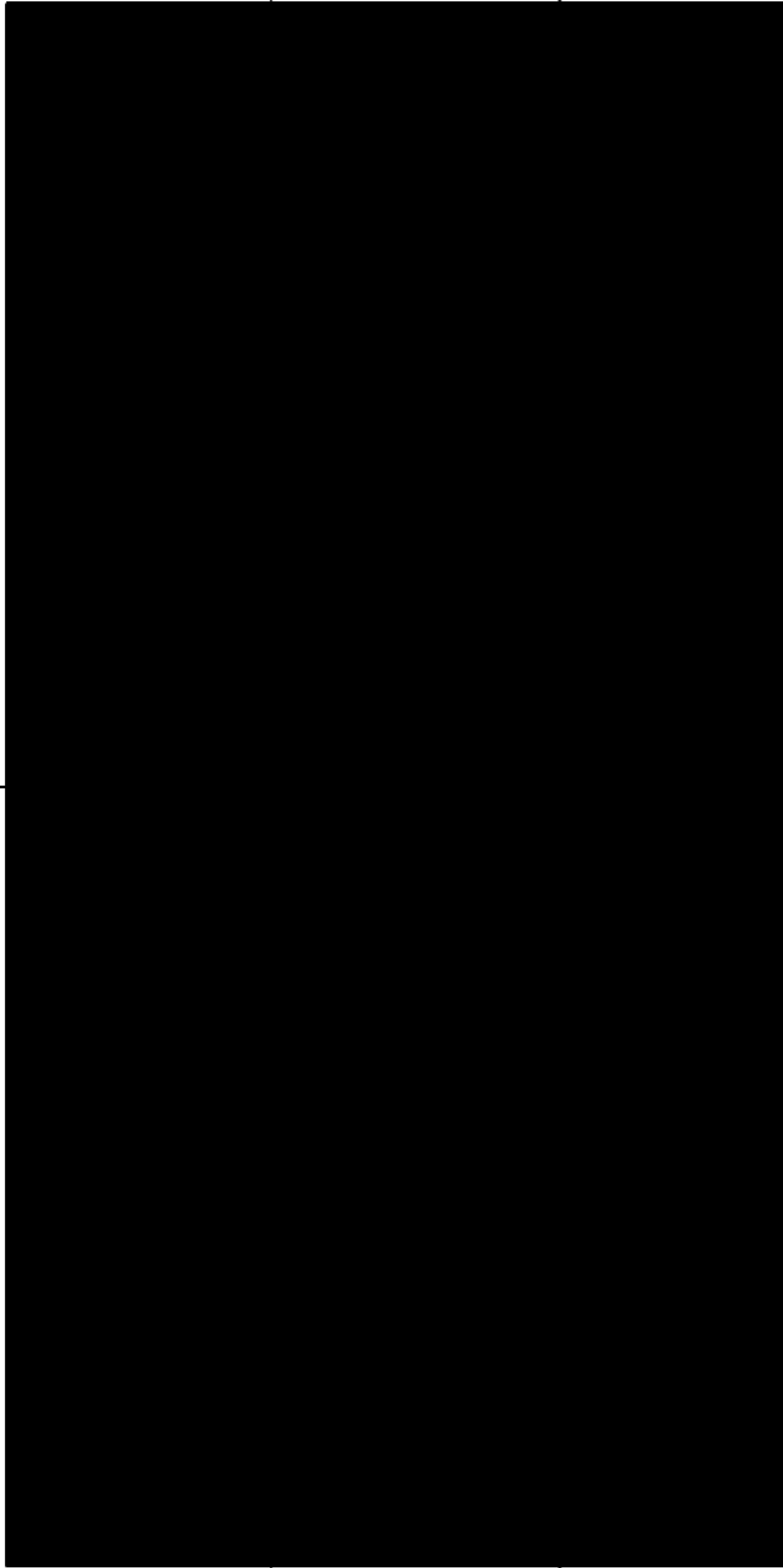
Reason



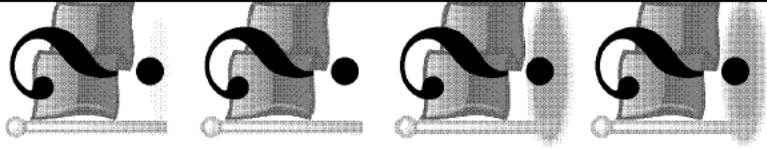
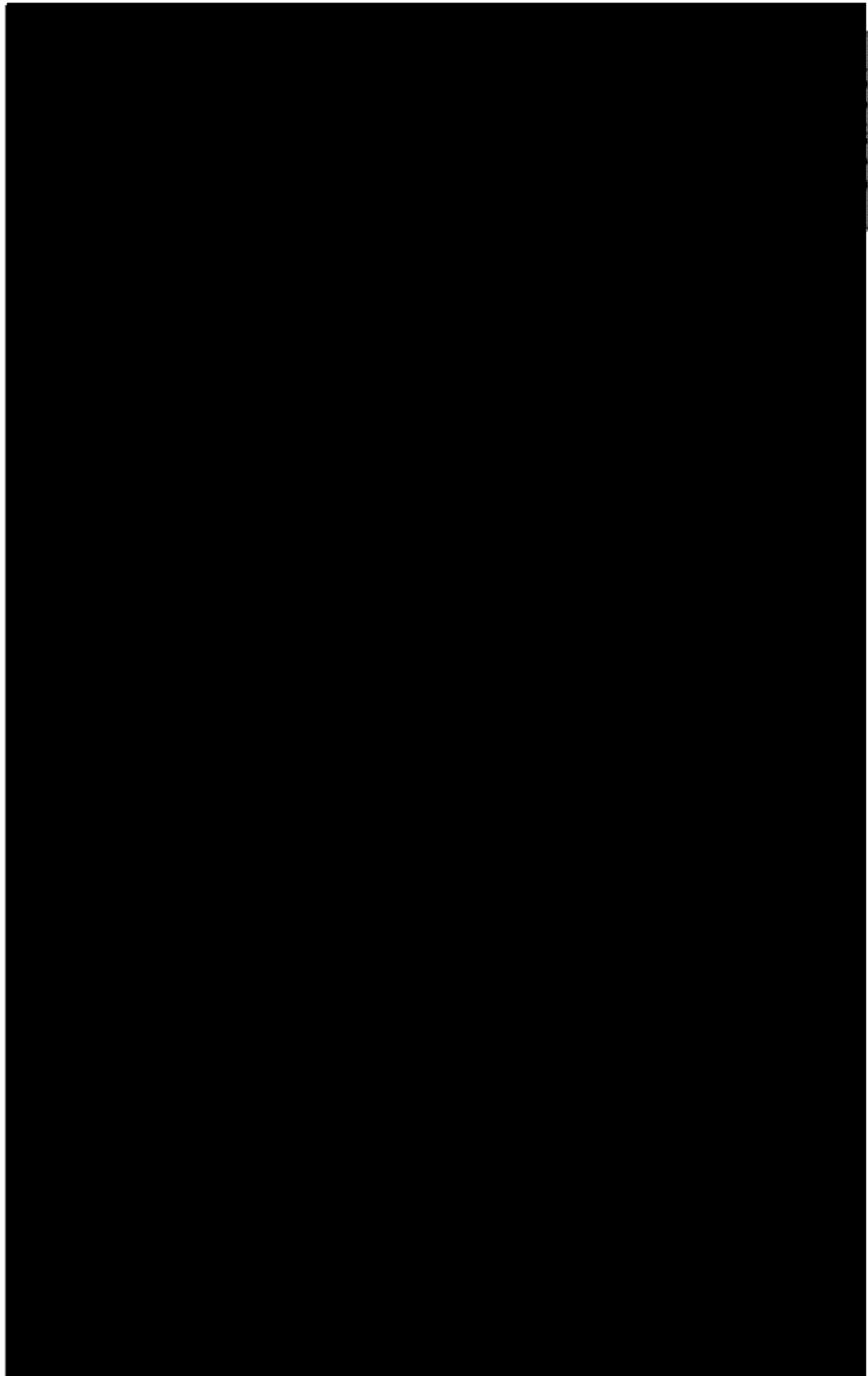
Resume Screen: *Bad Snippets*

Bad Example

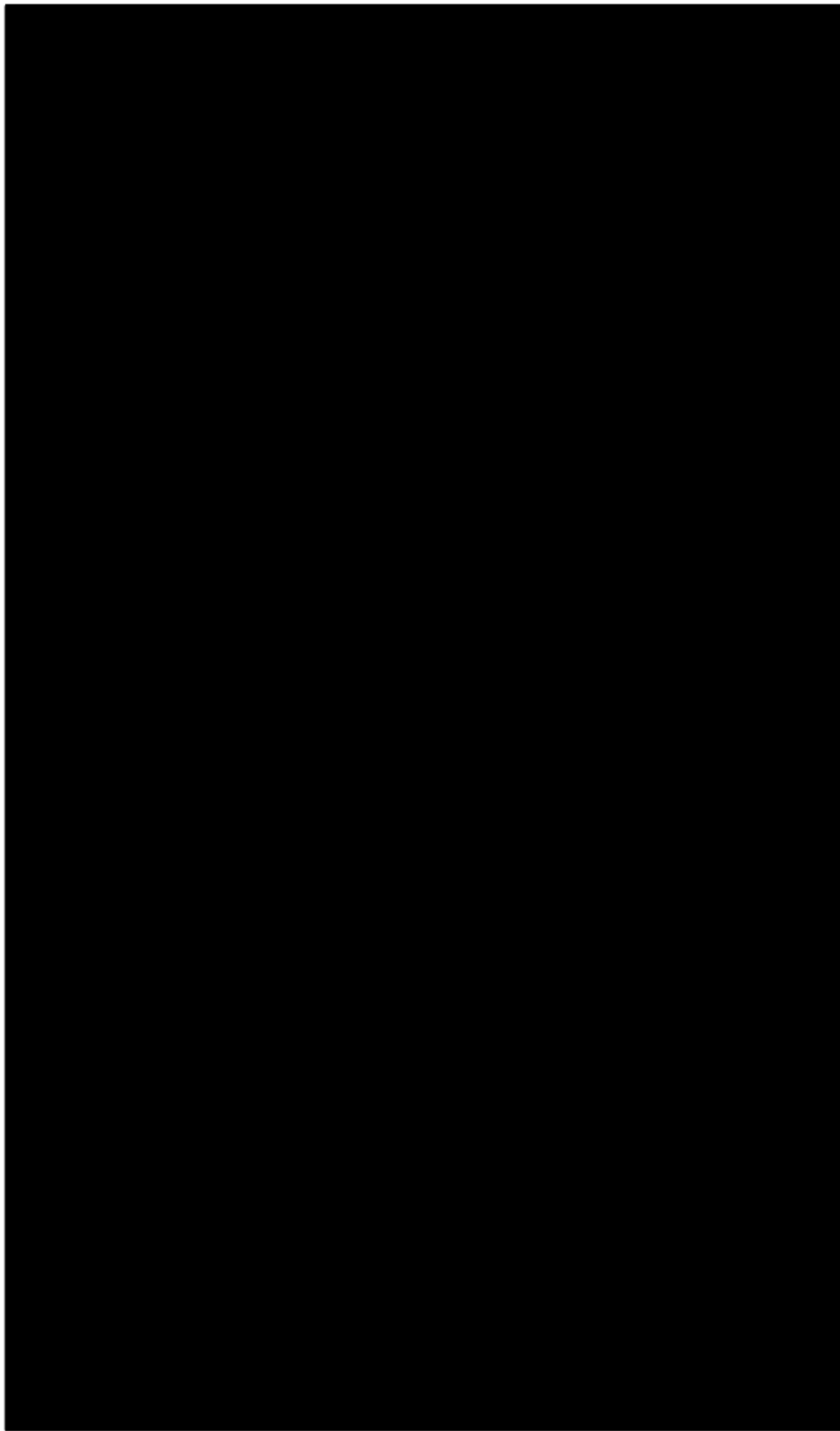
Reason



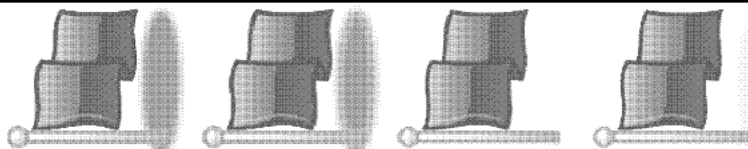
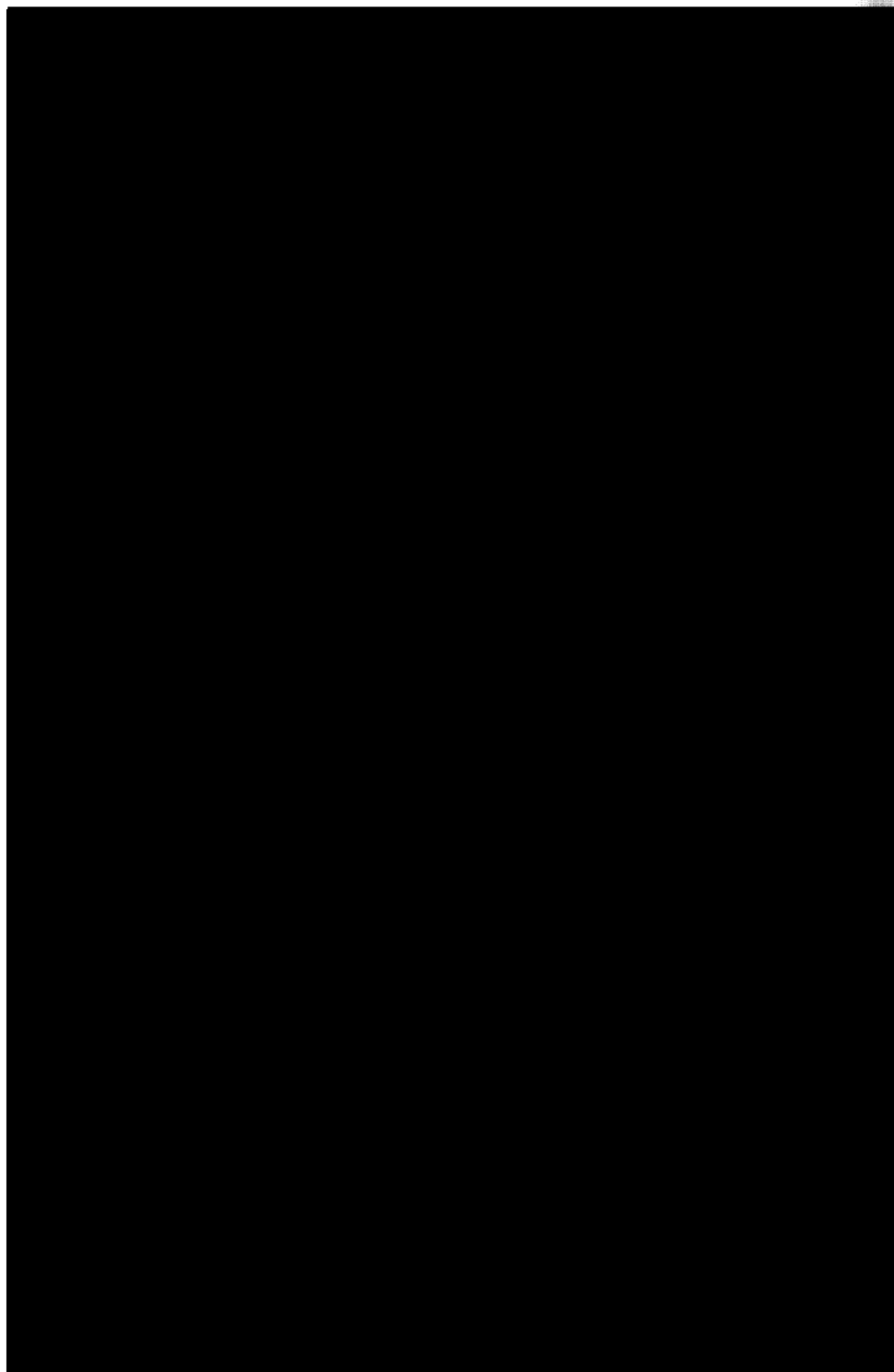
Resume Screen:



Resume Screen: Batch Resumes



Resume Screen: Tips



Resume Screen:

**For additional tips on the resume
screening, refer to Steve Yegge's
unofficial guide**

"This document has not been officially blessed by anyone at Google. It's just my own opinions. Your mileage may vary significantly. With that said, I hope you find it helpful, and I welcome your feedback"

Steve

Kristin Kassaei

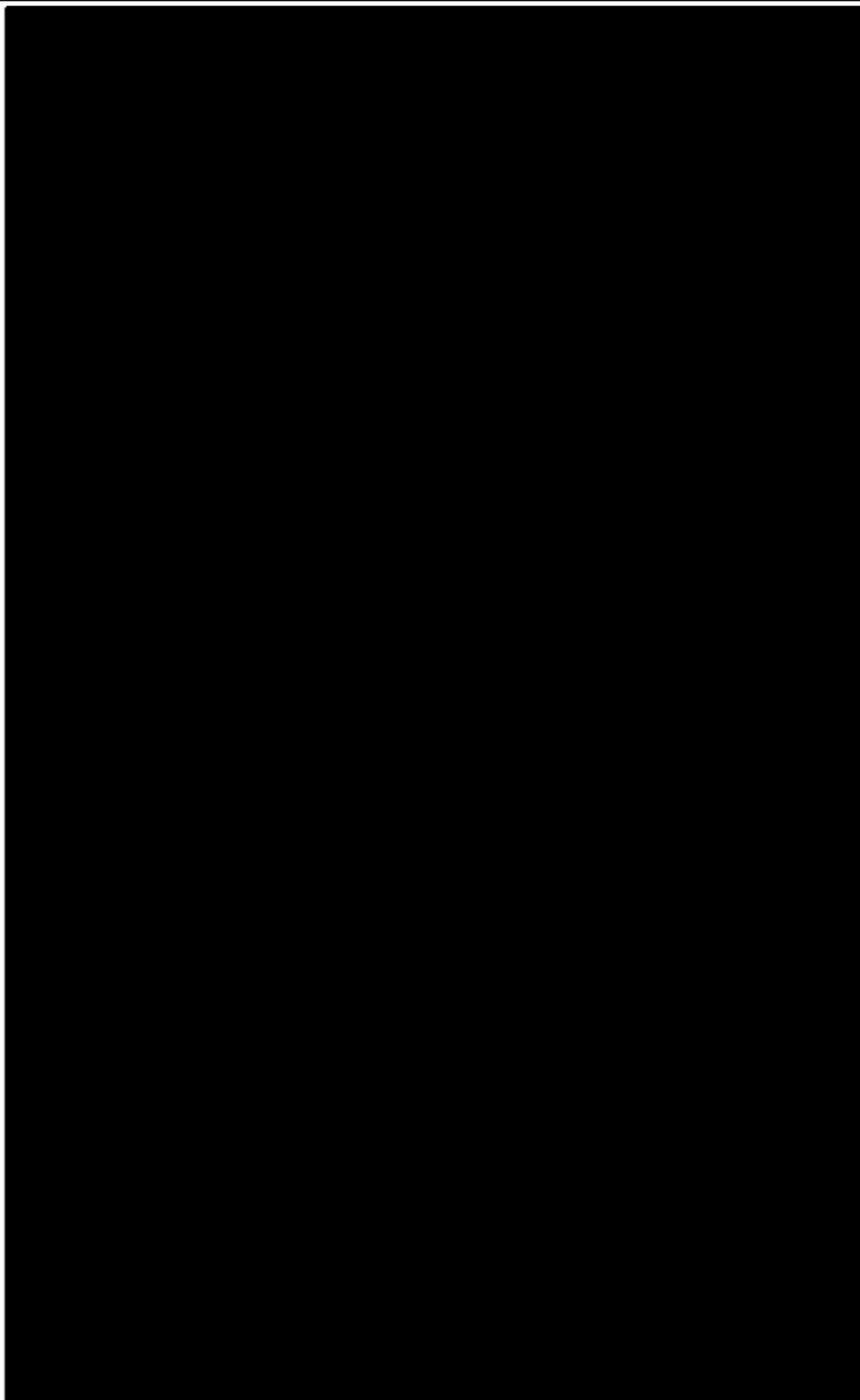
Prescreen

- o Prescreen (content advisor - Kristin Kassaei) --
Choreography - Pg. 8 + Interview Forms/Checklists +
Interview Skills - Pg. 10 - 11
- + What is it?
- + Why is it important?
- + Roles & Responsibilities/who is responsible?
(recruiter/sourcer)
- + Process
- # Who do you know at Google?
- # Internal reference
- + Where do they go from here? pass/no pass?

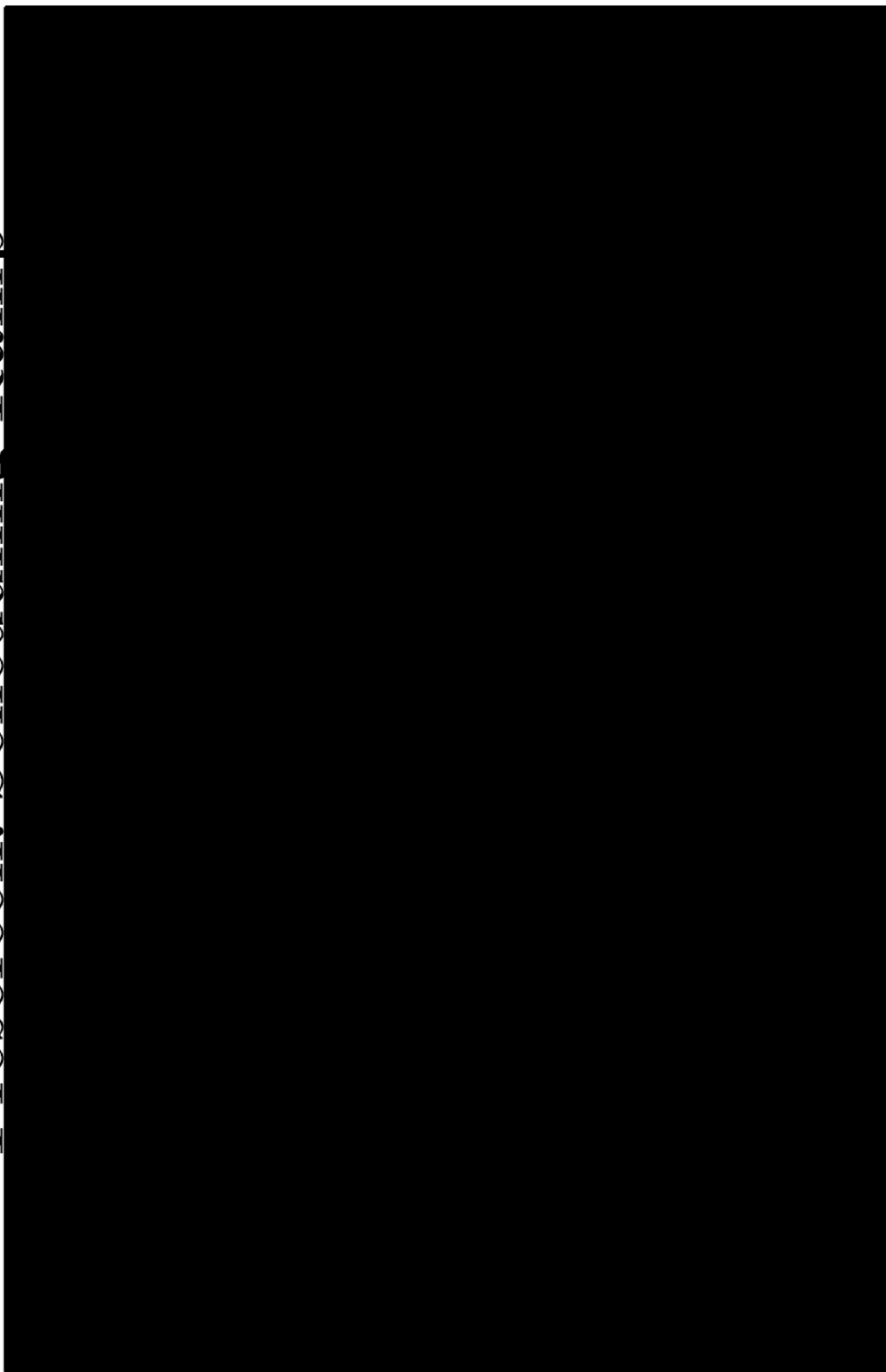
Hiring Process



Prescreen: Overview



Prescreen: Scheduling Ramp



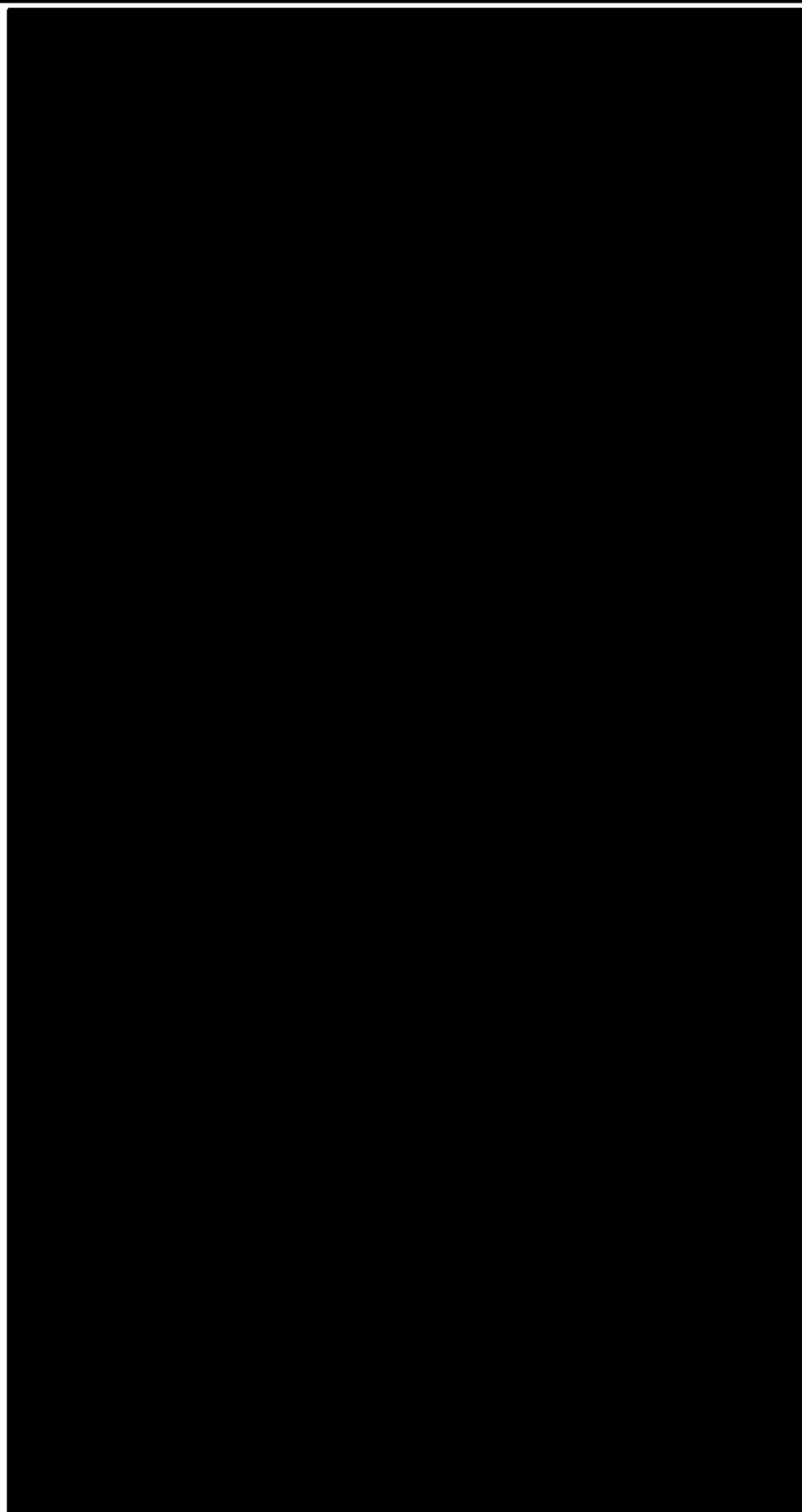
Prescreen: The Prescreen

Prescreen: Closing Begins Now



Prescreen: Checklist or Feedback?

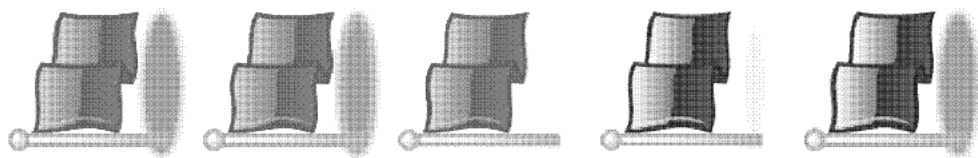
Prescreened Feedback Form
(NEW PROPOSED)



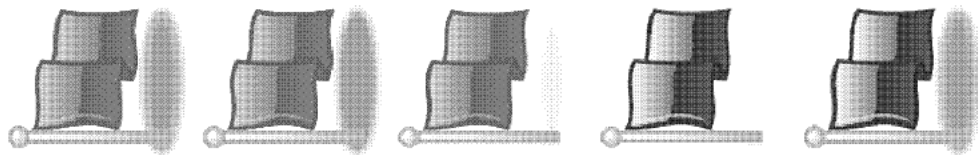
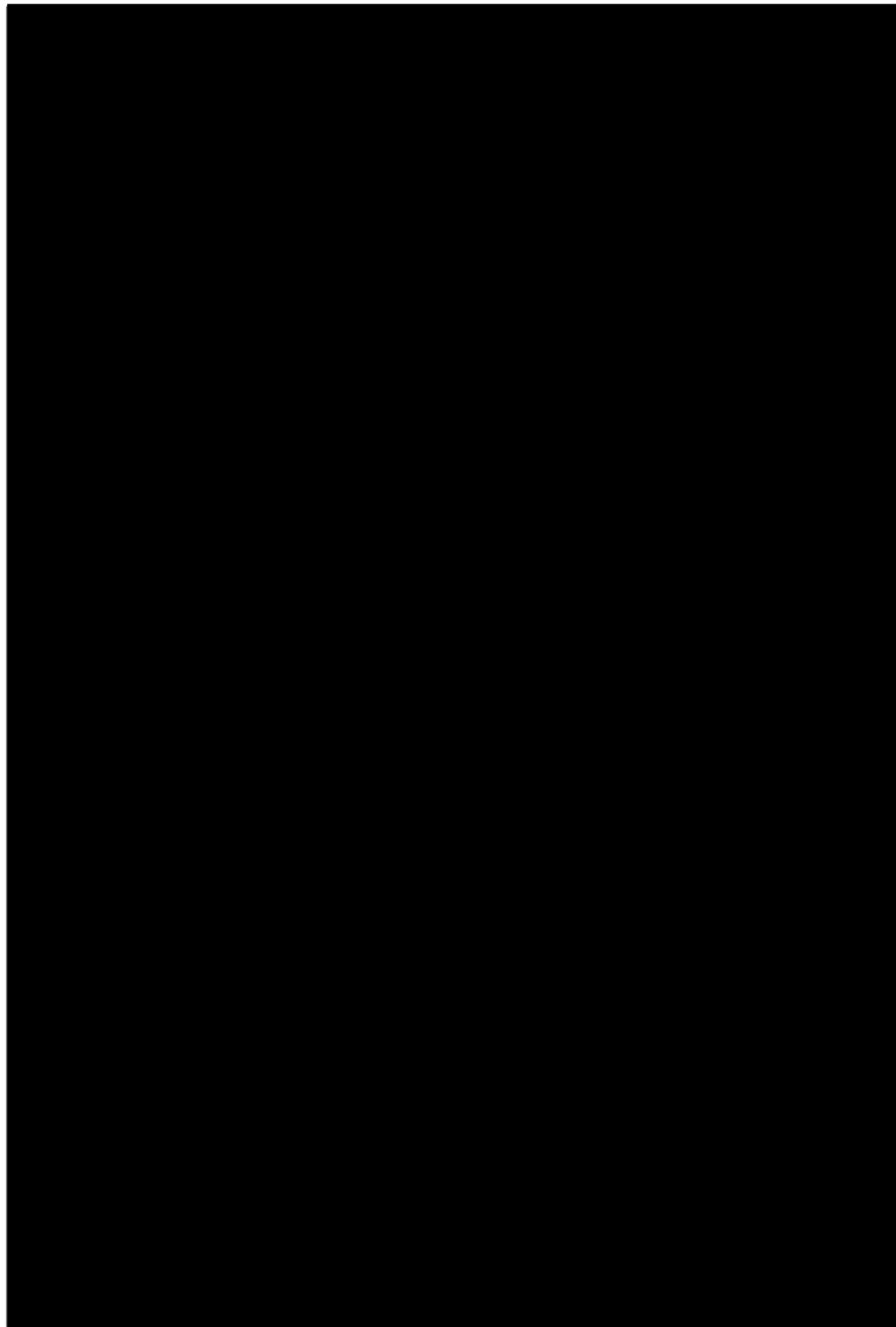
Prescreen: Feedback Entry

Prescreen: Next Steps

Prescreen: Conclusion



Interviewer Selection Preview



Bob See, Kristin Kassaei Technical (Phone) Interview

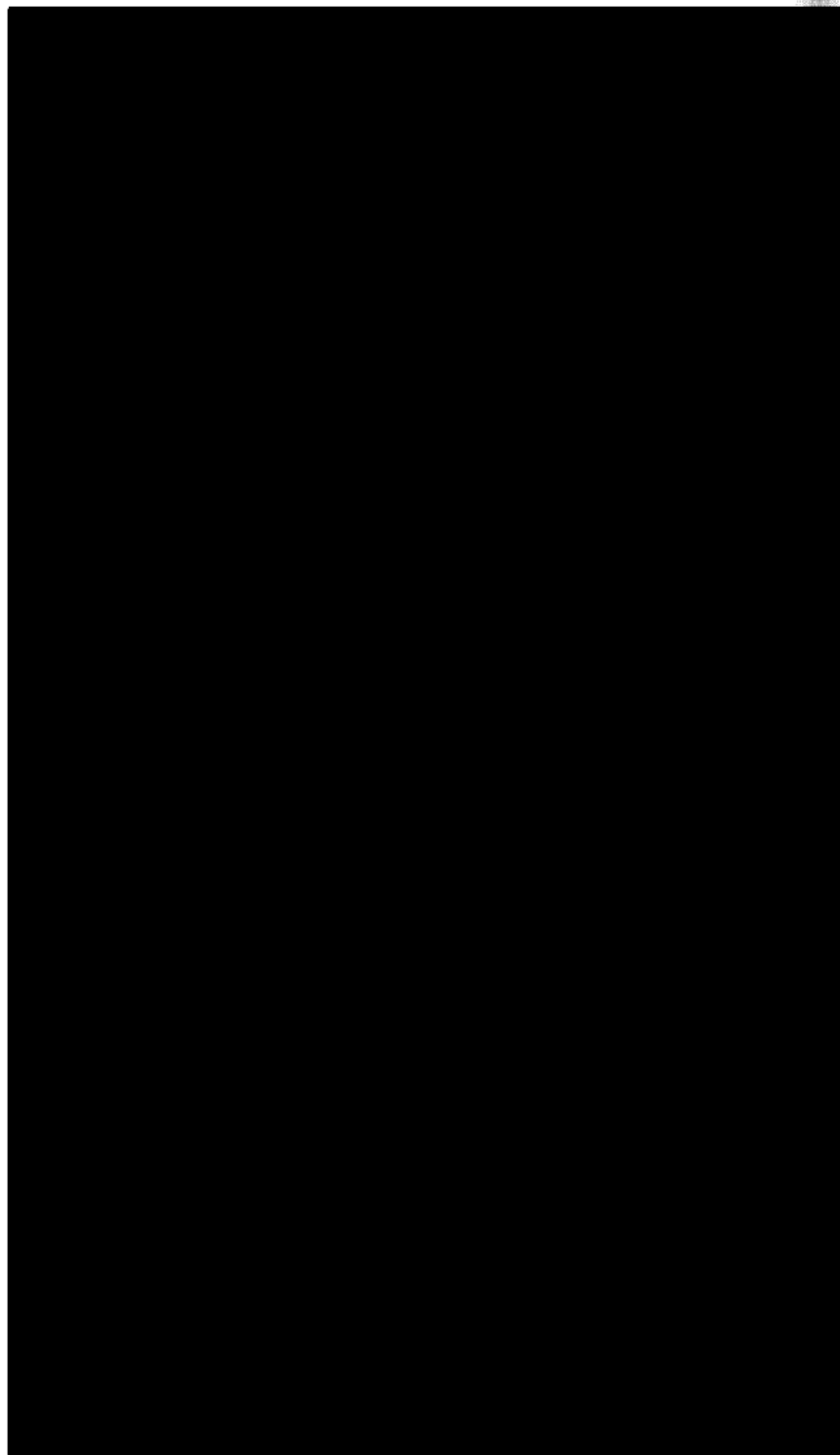
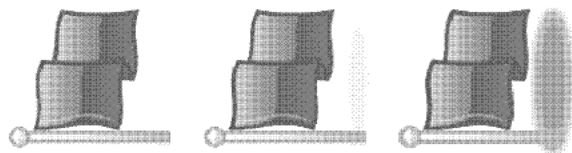
- o Technical (Phone) Interview (content advisor - Bob See, Kristin Kassaei) -- Choreography - Pg. 10 + Interview Forms/Checklists + Interview Skills - Pg. 13 - 14
-
- * What is it?
- * Why is it important?
-
- + Roles & Responsibilities/who is responsible? (Engineer for interview; RC for scheduling)
- + Where do they go from here? pass/no pass?
- # Recommendation from interviewer
- # Recruiter determines next step

Hiring Process



“Can I skip the Technical Phone Interview”?

YES...if



Technical Phone Interview: Overview



Technical Phone Interview: Scheduling

